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Application of the Relationship Portfolio in Marketing Activities in the Private Housing Market

The paper investigates the formation of integrated marketing communications in the primary private housing market. A review of the approaches to designing homes' promotion mix enabled the author to justify and suggest her own approach based on a use of a relationship portfolio. The developed approach differs principally in terms of its structure, which in the choice of integrated marketing communications relies, on the one hand, on priority relationships between a construction organisation, a real estate agency and consumers, and on the other hand, on distribution of marketing communications depending on a period of promotion: identification, adjustment and control of value orientations. As a result of applying the author's approach, a construction organisation gets a promotion programme aimed at building integrated communications both with a target audience and a real estate agency. Determining promotion programme efficiency will allow focusing on relationships between market subjects and take corrective measures on choosing marketing communications. The author tests the approach at the example of cottages and townhouses in a suburb of Novosibirsk.

JEL classification: M31, O18, A23

Keywords: marketing communications; promotion; relationship portfolio; interaction; promotion program; promotion efficiency; private housing market; motivation.

Introduction

The problem of marketing approach to forming promotion mix for homes under construction is high on the agenda of construction organisations which strive to maintain their sustainable development in the Russian private housing market. In terms of the structure the private housing market is divided into the land market (lands for private housing construction, lands for smallholdings, for horticulture and dacha construction), and the market of private homes (homes for seasonal living, infill development in the form of separate cottages and townhouses, organised development of complexes of cottages or townhouses or both types) [14].

The present paper focuses on the primary private homes market, to be more specific, on infill development and organised development of complexes of cottages and townhouses, as well as mixed complexes. The object of the private housing market is determined as single family residential real estate in cities, suburbs, rural areas, located on land plots owned by citizens, and granted for private housing construction in accordance with the procedure stipulated by law [13].

The review of the scientific literature allowed identifying a number of definitive works on the issue. The paper by I. P. Savelieva and A. I. Ukhova seems particularly noteworthy [12]. The authors argue that formation of marketing communications while promoting primary residential real estate is composed of two processes: a. modelling of a buyer's behaviour and b. designing marketing communications.

I. Yu. Okolnishnikova considers peculiarities of marketing communications in the primary residential real estate market, which market subjects make use of while communicating with potential consumers [8].

In classical marketing theory, Ph. Kotler described a general approach to organising marketing communications [4; 17], where elements of communication model are regarded mainly from the perspective of a chain of planning (moving in the opposite direction, from a target audience to a communicator). According to this viewpoint, a communicator in the marketing sphere should identify the target audience, determine the desired response, design a message, choose media, select characteristics of the message source, and, finally, collect feedback.

I. D. Vozmilov and L. M. Kapustina explore the issue of formation of integrated marketing communications from the standpoint of marketing management of residential real estate construction projects [1].

The aforementioned approaches to formation of marketing communications in the residential real estate market or any other markets are quite standard and scientifically proven. However, they do not allow for the specifics of activities of other participants of private housing market, such as real estate agencies, which are key direct communicators interacting with the target audience.

It is important for a construction organisation to determine what kind of relations to establish and maintain with both consumers and real estate agencies to get beneficial results from promotion. In line with this, the present study aims to specify the actions of communicating companies taking into account their interaction with consumers, as well as between each other to ensure efficient promotion of a concrete category of homes. For this, it is necessary to examine marketing communications to be used by a construction organisation and a real estate agency to promote homes in the private housing market.

At present, promotion in the residential real estate market is treated as a process of building consumers' motivation on the basis of existing need to buy a home using integrated marketing communications [15]. Hence, we can conclude that promotion is an activity that touches several motives in buying homes, i.e. needs, interests, and attitudes. Marketing communications such as advertising, sales promotion, public relations, direct marketing, personal selling and others which are integrated with intermediaries' efforts allow organisations to influence the needs of the target audience, make consumers interested, as well as use their value attitudes in order to sell homes. For instance, some scientists believe that advertising is capable of dealing with such a communication task as creation of a need for a product [6; 9; 16].

Integrated marketing communications in promotion of private homes

Development of the concept of relationship marketing places growing importance on consumers' relations with construction organisations and real estate agencies they choose for completing a deal. Out of the major aspects of activities affecting the success in implementation of a relationship marketing strategy C. Grönroos points to a planned process of communications, which support the development of relations [2. P. 24]. In this perspective, marketing communications (advertising, direct marketing, personal selling, sales promotion, exhibitions and PR) are characterized as integrated two-way communications, are used together, and cannot be separated from the process of interaction. Yet in the residential real estate market these communications are not only integrated with each other, but with personnel as well, thus the fifth tool of the marketing mix "personnel" is applied. When integrated marketing communications are used to promote homes, they aim at maintaining unceasing exchange of information before, during and after home sale when the exploitation starts. This allows supporting and developing relations with existing buyers at all stages of interaction between market subjects, from determining needs to their satisfaction [18].

For the reason that interaction unites and integrates action and effect, it is a more complex form of management and can be considered as a sequence of actions limited in time and

space [3]. Consequently, creation of interaction between a consumer, a construction organisation, and a real estate agency during homes' promotion in essence is management of promotion through promotion mechanism.

Application of the relationship portfolio to promote private homes

A construction organisation should clearly formulate what kind of relations it is going to establish and maintain with consumers and real estate agencies to obtain beneficial results from promotion. To deal with this task the organisation can use a *relationship portfolio*, which is a set of an organisation's relationships with market subjects concerning completion of deals and provision of services.

Scientists regard a relationship portfolio as analysis of relations, as a strategy for building relationships, as a tool for choosing a balanced strategy of relationship marketing, as a tool for forming a system of relationships [7]. Initially, it was applied in financial management for making decisions on investments, later – in industrial markets [5]. In the residential real estate market, a relationship portfolio is a basis for promotion mechanism, which forms motivation for buying a home. Therefore, *formation of integrated marketing communications on the basis of a relationship portfolio is a continuous process of defining, correcting and controlling value orientations using integrated marketing communications in the process of interaction of market subjects.*

The idea of designing a promotion mix using a relationship portfolio develops from a supposition that economic efficiency of a construction organisation's communications, as well as stability of its market position, is determined by interaction between market subjects and economic efficiency of relationships with both consumers and distribution channels. Hence, we can formulate principal objectives of applying a relationship portfolio to build promotion mix in the private housing market:

- forming a share of profit-generating customers;
- generating certain amount of profit from some buyers;
- achieving high level of customer satisfaction;
- forming a share of profit-generating business partners;
- earning certain amount of profit as a result of real estate agencies' activities.

We have developed a methodological approach to forming homes' promotion mix in the private housing market on the basis of a relationship portfolio. The distinctive feature of this approach is its structure, which relies, on the one hand, on priority relations between a construction organisation, a real estate agency and consumers, and, on the other hand, on distribution of marketing communications depending on a period of promotion: identification, adjustment and control of value orientations. We pay particular attention to the content of a relationship portfolio, which is divided into formation and realisation of relationships' potential. As a result of applying the suggested approach, a construction organisation gets a promotion programme oriented towards building integrated communications with both a target audience and a real estate agency (depending on readiness of a consumer), as well as towards distribution of communications in time according to a period of homes' promotion.

The suggested methodological approach to formation of a promotion mix in the private housing market based on a relationship portfolio is presented in Fig. 1.

Identification of value orientations implies collecting information on consumers' expectations about relations with an organisation, consumers' preferences, degree of importance of relations, existing needs in additional and related services. Another focal point of attention is characteristics of homes, which may interest consumers, motivate to purchasing, i.e. trigger the relationship. It is also necessary to explore government programmes and tools intended for the private housing market.

Any activity of an organization aimed at adjusting value orientations of consumers leads to reappraisal of values and reconsideration of established notions about relations. Consumers

are affected by different factors when reassessing their values, because ideals, beliefs and preferences change over time. Every consumer builds his/her personal system of values (notions about life and “normal” behaviour in the society) on the basis of various social (interests shared by a group of people, which determine “normal” behaviour of the society or a group of people) and other values s/he encounters [10]. It is essential for an organisation to determine values of a consumer and an intermediary in the relationships: what they expect, prefer, how they prioritise, and then to correct and control these value orientations using promotion tools.

Fig. 1. Author's methodological approach to formation of a promotion mix in the private housing market based on a relationship portfolio

At the stage of studying, an organisation should also interact with real estate agencies to obtain information about agencies' personnel and their competencies. At the leadership level, a construction organisation identifies needs of business partners, and then correlates them with its possibilities and resources. The identification of needs underlies planning of economic processes of servicing business partners, and the information about this is distributed among all employees. The obtained information also serves the basis for planning of a relationship portfolio. As a result, one time deals may transform into long-term partnership. A relationship portfolio as a set of organisation's relations with business partners and consumers concerning completion of deals and provision of services requires a system of criteria (Table 1).

The analysis of the criteria for forming a relationship portfolio made by S. P. Kushch and V. A. Rebyasina demonstrated that these criteria proposed by different authors coincide in more than 50% of cases, i.e. half of the criteria for forming a relationship portfolio is universal and does not depend on the one with whom an organisation builds relationships [5]. However,

the author of the present paper managed to differentiate the criteria for formation of a relationship portfolio in the private housing market. This is conditioned by the fact that tools and forms of promotion during implementation of a promotion mechanism differ for different market subjects. On the one hand, a construction organisation builds complex relationships with an intermediary as a business partner relying on multiple criteria related to both an organisation (organisational structure, industry, level of technological development, accessible resources) and particular relationships (trust, goals of relationships, previous experience). On the other hand, an organisation forms relationships with consumers and these relationships directly depend on the ones with an intermediary.

Table 1

Criteria for forming a relationship portfolio in the private housing market

Organisation-to-consumer relationship	Organisation-to-business partner relationship	Business partners-to-consumer relationship
<i>Before sale</i>		
Product type, need's strength, income, creation of a common value	Size, reputation, compatibility of goals, profitability, expenses on relationships	Product type, need's strength, income
<i>During sale</i>		
Consumer's expectations, continuance of relationships, potential profitability of a buyer	Strength of relationships, continuance of relationships, personnel qualification, expenses on service, volume of sales, risk from relationships	Continuance of relationships, potential profitability of a buyer
<i>Exploitation</i>		
Profit from relationship, satisfaction with relationship	Trust to partner	Satisfaction with relationship, common profit

Planning of a relationship portfolio implies determining its structure, i.e. a type of a consumer (potential, uncertain, firm), level of relationships (one- or two-level), change in the composition of a relationship portfolio in time (how the flow of consumers has changed, who has moved to a category of firm consumers). The change in composition of a relationship portfolio in time allows identifying new, firm and lost consumers, i.e. shows changes in the level of the portfolio stability.

On the basis of the obtained information about a relationship portfolio structure an organisation adjusts and corrects consumers' value orientations by developing and implementing a promotion programme. The promotion programme includes formation and realisation of relationships' potential. Adjustment of value orientations as a result of realisation of the promotion programme forms long-term relationships with a consumer and a real estate agency. Promotion programme is defined a set of actions on developing efficient combinations of elements of communications used by an organisation for promotion purposes.

Relationships' potential is existing and future value of relationships that mirrors a general level of consumer satisfaction. It is expressed in the form of a possibility for a consumer to create a product together with an organisation, in the quality and quantity of additional and related services, in a possibility to use potential of other companies (distribution channels, companies' personnel) (Fig. 2).

To form relationships' potential means to create value as a result of an organisation's work with a consumer and an intermediary. The value is not only formed by characteristics of a home, but by personnel of a real estate agency and a construction organisation and their competence as well. Personnel value is built by improvement of personnel qualification and training.

Realisation of relationships' potential occurs through created values: intermediary's competence, personnel work, provision of additional and related services.

Fig. 2. Private homes' promotion programme

Competence implies knowledge accumulated by an individual, a team or an organisation, which is successfully applied for generation of new knowledge, methods, and technologies, and appear in both practical activities and communications [11]. Companies compete mostly on the basis of the competences formed by information, rather than information itself, because it spreads very quickly. Competence cannot be equated with knowledge, because it characterises abilities to solve real-world problems using the knowledge, life experience, values and aptitudes. Competence is a point where a task or a situation and an individual's abilities cross, i.e. competence is formed and manifested only in favourable situation and cannot be obtained through training [11].

Provision of related (linked with the function of the main product) and additional services to a consumer also creates value for a consumer in the relationships.

Adjustment of value orientations is followed by their control, to be more specific, the efficiency of the promotion programme is assessed taking into account the results of the relationships. A construction organisation determines economic efficiency of promotion, assesses communications and created value.

Economic efficiency of promotion is a financial result of implementing one element of communications or a set of them. A classical approach to measuring economic efficiency is complemented by an assessment of the results of relationships with a market subject (consumers and real estate agencies). Assessing relationships' results is necessary for identifying buyers and intermediaries that produce revenue and contribute to company's profitability. Measuring the results underlies their management and demonstrates how many consumers a construction organisation was able to attract and retain in a particular period of time [7. P. 145]. In the residential real estate market, measurement of the results is based traditionally on the results and costs. It is understood as achievement of relationship development objectives by an organisation and characterised by relationships' contribution to a communication flow between an organisation, an intermediary and a home's consumer. The general condition of the new evaluation of an economic result is that gross revenue should exceed the amount of promotion

costs, which encompass relationship costs in the form of total costs on servicing a consumer [3, p. 54].

Communication efficiency of promotion is a degree of influence of one or a set of communications' elements on a buyer (attraction of attention, memorability, recognisability, satisfaction with interaction, influence on motive behind the purchase, etc.). Indicators of communication efficiency include psychological peculiarities of buyers' perception of promotion events. Communication efficiency can be assessed by conducting marketing research with the use of focus groups.

At the stage of exploitation, an organisation undertakes an assessment to examine the quality of personnel work with a consumer before, during and after home sale to judge about the final result. We named this a "value assessment". A survey helps to understand to what extent needs of the target market have been satisfied, as well as whether a consumer has a wish to continue to collaborate with an organisation and an intermediary in the future.

Economic, communication efficiency, as well as value assessment are closely related, though the criteria are different. In the first case, the criteria are volumes of sales and number of consumers, in the second case, they are psychological peculiarities of consumers' perception of promotion events, and in the third case the criterion is quality of personnel work. Thus, economic efficiency depends on a psychological impact on a buyer (communication efficiency), which, in turn, depends on how professionally and politely personnel serviced consumers, i.e. on value assessment.

Monitoring of promotion means organising a system of control over information flow. This is an important stage in promotion process, the main task of which is to receive feedback from consumers, what allows controlling changes in consumer satisfaction, and by means of this, assess the achievement of target value orientations of consumers. Information from monitoring of promotion provides basis for further analysis and planning of a relationship portfolio.

The author tests the suggested methodological approach to forming marketing communications to promote private homes on the basis of a relationship portfolio by developing a promotion programme for cottages and townhouses in a suburb of Novosibirsk. From a tactical perspective, implementation of promotion mix results in promotion programme, which implies preparing and streamlining decisions on targets, means, and events ensuring efficient promotion of homes.

Table 2 presents a promotion mix for cottages and townhouses aimed to develop potential of relationships between a construction organisation, a consumer of cottages and townhouses, and a real estate agency.

Table 2

Recommended promotion mix for forming a circle of potential buyers and intermediaries

Element of communications / medium	Interacting subjects	Role in formation of relationship value / target
Personal selling, direct (telephone) marketing	Construction organisation-to-consumer	Collection of information on expectations about interactions, preferences, a degree of importance of relations
PR: advance adverts, paid-for interviews, press releases		Creation of a positive image of a construction organisation, image of a cottage or townhouse estates
PR: sponsorship of the city's event		
PR: seminars, webinars, trainings	Construction organisation-to-real estate agency	Development of a positive reputation for personnel, creation of personnel value

Taking into consideration the analytical function of direct marketing and personal selling, the first thing a construction organisation should do to form a circle of potential buyers is to identify expectations about relationships, a degree of importance of these relationships, and consumer preferences.

During a home sale, interaction between subjects in the private housing market should be as strong as possible to attract consumers and intermediaries. Events necessary for attracting consumers and real estate agencies are given in Table 3.

Table 3

Recommended promotion mix for attracting market subjects

Element of communications / medium	Interaction of subjects	Role in formation of relationship value / target
Personal selling (personnel)	Construction organisation-to-consumer	Joint creation of homes (choosing a project, design, materials, house planning)
	Real estate agencies-to-consumer	
Direct marketing (television) TV programmes	Construction organisation-to-consumer	Attraction of attention to homes
Direct marketing (catalogues)		Support of personnel reputation, attraction of attention to homes
Advertising on the Web (online media, interactive tours, placement of information about homes, retargeting), website of an organisation		Choice of homes
Advertising (preparation of printed materials: booklets, brochures)	Construction organisation-to-consumer Real estate agencies -to-consumer	Support of personnel reputation, joint creation of homes' value
Advertising on TV (still pictures, commercials)	Construction organisation-to-consumer	Enhancement of homes' value
Advertising in the press (specialised, business publications), advertisements		Support of images of homes and a construction organisation
Outdoor advertising (firewalls, billboards, signboards, light boxes, steles, advertising on transport)		Support of individuality, identity of homes
Radio advertising (reports, jingles)		Enhancement of homes' value
Sales promotion (presentations at points of sale)		Creation of interest and motivation to a purchase
Sales promotion (discounts)		
Sales promotion (holding contests among personnel)		Construction organisation-to-real estate agencies
Sales promotion (a bonus to the realtor of the month)		
Sales promotion (award of points that can be exchanged for valuable gifts offered in a special catalogue)		
Sales promotion (quotas)		
Exhibitions (presentations of homes with the help of breadboard models), real and virtual	Construction organisation-to-consumer	Support of personnel reputation, homes' value
PR (press releases)		Strengthening of a positive reputation of a construction organisation, creation of homes' image
PR (sponsorship of events at playgrounds, in children's public organisations)		
Merchandising (POS materials)		

Table 4 shows a promotion mix for realising potential of relationships between a construction organisation, a consumer of cottages and townhouses, and a real estate agency.

Table 4

Recommended promotion mix for retention of market subjects

Element of communications / medium	Interaction of subjects	Role in formation of relationship value / target
Sales promotion (coupons in newspapers and magazines)	Consumer-to-real estate agencies	Support of consumers' demand
Sales promotion (gifts, lotteries, contests)		
Sales promotion (gift cards and certificates)		
Sales promotion (discounts, gifts, lotteries, contests)	Construction organisation-to-consumer	Stimulation to purchase homes
Sales promotion (additional services – insurance, single window service)		Creation of commitment Reinforcement of interest in a construction organisation
Personal selling	Real estate agencies-to-consumer	Realisation of marketing competencies of an intermediary
		Provision of additional services
Personal selling Direct marketing (telemarketing)	Construction organisation-to-real estate agencies-to-consumer	Generation of additional value in relationships

After a home sale, a consumer evaluates the home during its exploitation. In this period, consumer satisfaction with a purchased home is vitally important for a construction organisation. It is necessary to hold a number of events to maintain relationships with the consumer (Table 5).

Table 5

Recommended promotion mix for maintaining relationships between a construction organisation and a consumer

Element of communications / medium	Role in formation of relationship value / target
Personal selling Direct marketing (telemarketing)	Collection of information on consumer satisfaction with housing, value creation through related services (related to the operation of a home)
PR (letters to an editorial office of a newspaper, a magazine)	Adjustment of a consumer's opinion about a home or a construction organisation
PR (publications in the press, press releases)	Maintenance of a positive image of a construction organisation
Direct marketing (telemarketing)	Interaction with consumers in order to correct drawbacks
Exhibition activities (distribution of press releases, newspapers with letters from consumers of housing)	Adjustment of a consumer's opinion about a home or a construction organisation

Analysis of promotion efficiency involves measurement of the impact of promotion elements on a consumer before and after realisation of a promotion programme. The suggested treatment of promotion within the concept of relationship marketing aims to form a firm consumer, what assigns priority to communication efficiency. During implementation of a promotion programme the indicator of value assessment is of high interest, because it reflects the quality of personnel work with consumers.

We have evaluated communication efficiency of promotion and performed a value assessment on the basis of a survey. The following indicators of communication efficiency were

determined: attraction of attention, memorability, recognisability, satisfaction with the purchase. A value assessment performed at the stage of exploitation of a home was aimed at evaluating the results of working with a consumer. For this, the survey identified characteristics of quality of service, a general wish to continue to cooperate with a construction organisation and a real estate agency further, i.e. formed value of relationships was determined.

The survey covered 50 users of homes, who bought cottages and townhouses in a real estate agency in the last 10 months. The respondents were interviewed using a questionnaire (via the Internet) and a list of questions (in person, over the telephone). The survey found that

- the most important components of the quality of service were additional services (single window service and insurance) and characteristics of personnel; less significant ones included related services and personnel attitude;
- in the assessment of quality of service high importance was attached to characteristics and attitude of personnel, especially professional competence and knowledge of the market;
- the consumers of related services pointed to high quality of homes' exploitation services (this particularly refers to owners of cottages);
- users of homes assess provision of addition services as excellent, especially this concerns the single window service;
- 80% of respondents expressed a wish to continue relationships with the real estate agency;
- except for a need in housing, the purchase of a home was stimulated by all applied elements of promotion though in different proportions: the respondents equally pointed to advertising, personal selling and sales promotion, to a lesser extent – public relations and direct marketing. Only 2% of respondents visited exhibitions, however, according to the market experts, exhibitions are an effective element of promotion for real estate agencies;
- generally, the satisfaction with the purchase amounted to 78%.

The indicator of value assessment is an integrated indicator based on a group's importance and an average assessment in a group of characteristics:

$$I = 4.44 \times 0.38 + 4.03 \times 0.18 + 4.51 \times 0.25 + 4.9 \times 0.19 = 4.47, \text{ or } 89.4\%.$$

The value assessment used a scale of 1 to 5, therefore, the obtained indicator is considered to be high.

Determining communication efficiency and performing value assessment of the promotion programme allowed concluding that an increase in the number of consumers of cottages and townhouses depends on application of the methodological approach to formation of a promotion mix on the basis of relationships in the private housing market between a construction organisation, a consumer and a real estate agency. Their interaction ties in with other elements of communications thus maintaining consumers' consistency and intermediaries' cooperation.

Conclusion

Scientists view formation of a promotion mix from different perspectives. The formation of a promotion mix in the private housing market is based on the proposition that economic efficiency of homes' promotion is determined by the quality of interaction with both a consumer and an intermediary.

The author proposed a methodological approach to formation of a promotion mix for homes in the private housing market based on a relationship portfolio. Its main peculiarity is its structure, which relies, on the one hand, on priority relations between a construction organisation, a real estate agency and a consumer, and, on the other hand, on distribution of marketing communications depending on a period of promotion (identification, adjustment and control of value orientations). The application of the author's approach allows a construction organisation to get a promotion programme aimed at building integrated communications with both a target audience and a real estate agency, as well as to distribute these communications in time between the periods of homes' promotion.

In contrast to previously developed approaches, the author's one is oriented towards relationships, which within the relationship marketing form a firm's consumer producing a revenue to a construction organisation.

Formation of promotion mix on the basis of a relationship portfolio in the private housing market implies a. developing the processes and resources, which ensure shared creation of homes with consumers and its maximum value; b. managing resources strategically, taking into consideration distribution channels for maintaining key factors in success of organisations and development of their potential.

It is worth noting that implementation of a value approach, a portfolio theory and a policy of interaction is quite new and relevant in the current stage of the private housing market development in Russia, because consumer behaviour is changing and consumer demands to a construction organisation for satisfying his/her need are escalating. This requires adaptation to the information environment, rapid reaction to market changes, and improvement of information exchange.

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Применение портфеля взаимоотношений в маркетинговой деятельности на рынке индивидуального жилья

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Статья посвящена исследованию процесса формирования комплекса интегрированных маркетинговых коммуникаций на первичном рынке индивидуального жилья. Анализ подходов к формированию комплекса продвижения объектов жилья позволил обосновать и предложить авторский подход с применением портфеля взаимоотношений. Главной особенностью разработанного подхода является его структура, опирающаяся при выборе интегрированных маркетинговых коммуникаций, с одной стороны, на приоритетные отношения между строительной организацией, агентством недвижимости и потребителем, а с другой – на распределение маркетинговых коммуникаций в зависимости от периода продвижения: определения, корректировки и контроля ценностных ориентиров. В результате использования предлагаемого автором подхода строительная организация получает программу продвижения, ориентированную на построение интегрированных коммуникаций, как с целевой аудиторией, так и с агентством недвижимости. Определение эффективности программы продвижения позволит сфокусироваться на состоянии взаимоотношений между субъектами рынка и принимать корректирующие меры по выбору используемых маркетинговых коммуникаций. Применение подхода показано на примере коттеджей и таунхаусов пригорода г. Новосибирска.

Ключевые слова: маркетинговые коммуникации; продвижение; портфель взаимоотношений; взаимодействие; программа продвижения; эффективность продвижения; рынок индивидуального жилья; мотивация.

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